

## STRESS AND ORGANISATIONAL CITIZENSHIP BEHAVIOURS IN INDIAN BUSINESS PROCESS OUTSOURCING ORGANISATIONS

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The study is aimed at investigating the strength of the relationship of organisational stress with organisational citizenship behaviours (OCBs). In organisational behaviour literature, stress has shown a negative impact on job satisfaction, commitment, performance etc. However, we were unable to locate any study that would have examined the relationship between organisational stress and OCBs in the Indian BPO sector, which is a highly work related stress prone industry. Hence, the study is aimed to examine the impact of organisational stress dimensions on different

forms of OCB in the BPO industry in India. Based on organisational role theory and social exchange theory, it was hypothesised that stress will have negative relationships with various forms of OCBs. The sample consisted of 402 operator level employees in business process outsourcing organisations. The data were collected in the national capital region. Stress was measured through ASSET (a stress screening questionnaire, Cooper, 1997) which had eight dimensions. OCBs were measured through the OCB questionnaire which was standardised in Indian work conditions and had eleven

dimensions (Jain, 2003). The analytical approach using multiple regression analysis aimed at investigating how different dimensions of stress were associated with the dimensions of OCB. Results of regression analysis showed the differential impact of stress on different dimensions of OCB. The findings have important implications for managers and organisations from the organisational development intervention point of view; for example, high stress work conditions may reduce the chances of role incumbents' involvement in acts of citizenship behaviours.

## INTERVIEW

### IN CONVERSATION WITH FASHION ARTISTE MANISH ARORA

J. RAMACHANDRAN and Shubha PATVARDHAN

"In Conversation with Fashion Artiste Manish Arora" traces the journey of Manish Arora, one of India's most critically acclaimed fashion designers. Having opted out of the family business, Arora discovered himself and his vocation at the National Institute of Fashion technology, New Delhi, and set out to launch his own fashion label. Brand *Manish Arora*, recognised by its trademark colours and embroidery, is today retailed at some of the top fashionable stores in the world as well as at Arora's own stores in India. Now a regular feature at Paris Fashion Week—the Mecca of Fashion, Arora has been hailed as one of India's most promising

fashion designers in the international fashion circuit by top fashion journalists. Arora's journey of over a decade and a half is captured in five sections: *In search of expression* traces Arora's formative years, his entry into fashion school where he discovered his calling, his apprenticeship years, his partnership with Deepak Bhagwani and his landmark show at India Fashion Week. *Discovering fashion* describes Arora's debut at London Fashion Week, his experience with learning the ropes of the international fashion circuit and his entry into Paris; *Brand Manish Arora* captures the evolution of what is now

considered Arora's trademark style and profiles a typical Manish Arora customer. *The business of fashion* outlines the business end of Arora's creations—the creation of a collection, the birth of fashion trends and the partnership with Sales Agents and Buyers. Finally, *Fashion forward* captures the challenges that confront Arora as he aspires to create an international fashion brand. The accompanying section *Fashioning a business* delineates the experiences of Deepak Bhagwani, Arora's business partner, in managing and growing the business.

## ROUND TABLE

### STRATEGY TO USHER IN THE NEXT PHASE OF GROWTH IN THE INDIAN IT INDUSTRY

Narendra M. AGRAWAL, Rajesh PANDIT and Divya MENON

The Indian IT and ITES industry has grown tremendously since the economic reforms of the early 90s, contributing over \$88 billion to the country's export revenue and creating employment for over 10 million people. While the industry has offered a spectrum of low end services like data entry and managing of legacy systems and applications, as well as high end services

like business intelligence and analytics, and business-technology consulting, the growth of the industry has largely been enabled by the availability of skilled and economical manpower. In this scenario, revenue growth means proportional increase in headcount. With the industry having attained significant scale, questions are being raised on the viability of this model for future growth.

Talent scarcities and the law of diminishing returns are some of the elements that are driving these discussions. Further, customers, now better educated and more knowledgeable, are demanding higher value for money. Technological advances are also mounting pressure on the current paradigm. Cloud computing is seen as a significant disruptive force to the current services